



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: October 7, 2008

TO: Mayor and Councilmembers

FROM: City Administrator's Office

SUBJECT: Update On Performance Management Program And Fiscal Year 2008 Department Performance Highlights

RECOMMENDATION:

That Council receive a status report on the City's performance management program and a summary of department performance highlights from Fiscal Year 2008.

DISCUSSION:

Background

In 2002, the City of Santa Barbara implemented a performance management system that promotes long-term planning for employees at all levels of the organization. The management system consists of developing performance objectives each fiscal year for incorporation in the annual budget, monitoring progress with quarterly status reports, and tying objectives to annual management performance evaluations. Employees named the system the "P³" program (Paradise Performance Program).

The P3 program was founded with several project goals, including the following:

- Provide a long-term tool to plan and prioritize work;
- Integrate performance objectives in the annual budget and management evaluations system;
- Shift responsibility for program operations to approximately 130 Program Owners or supervisory employees who directly oversee operations;
- Identify opportunities for improvement;
- Align individual program goals with City Council's goals for the organization; and
- Communicate program results to the community and City Council.

Program Owners analyze and report progress quarterly on performance objectives and measures. Progress on the performance objectives is assessed in management performance evaluations on a biannual basis.

Fiscal Year 2008 Performance

During Fiscal Year 2008, continued review and establishment of challenging targets helped to improve efficiency and increase program performance. There were 909 performance objectives covering all aspects of City operations and 751 of those objectives were met (83%). Attachment 1 summarizes some of the highlights for 2008. While this is a significant achievement some of the more challenging and complex objectives and projects will carry forward into Fiscal Year 2009. Attachment 2 includes examples of objectives that weren't achieved.

Highlights

The highlights focus on several areas including: cost reduction, public outreach, timeliness of service, environmental leadership and employee training.

Cost reductions and identification of additional funding opportunities continued to be a priority. Grants for projects and special programs and volunteer hours also contributed additional resources to sustain or enhance programs.

Continued focus on youth programs resulted in increased participation in sports, after school and other programs. Outreach efforts have also focused on key community projects like Plan Santa Barbara.

Service to the public improved by reducing review times, meeting specific project deadlines and responding to service requests within the designated time constraints.

Green objectives were incorporated in the budget document, emphasizing energy and water conservation and reducing waste. .

In-house training and certification training were provided to employees, improving performance and meeting certification guidelines.

Key Management Indicators

Reports on key management indicators are also distributed monthly to managers and supervisors and provided additional operational information. These indicators include:: sick leave, lost hours due to injury, vehicle collisions, Learning for Excellence and Achievement Program (LEAP) hours, and timeliness of completing employee evaluations. These reports assist managers and supervisors with evaluation of operational activities as well as setting goals for the upcoming year. The key management indicators are included in all management performance contracts and are reviewed biannually.

The City continues to focus on employee safety and for the fourth year in a row the number of hours lost due to injury decreased significantly to 19,672 hours. This

represents a 52% reduction since 2004. Modified duty has been an important component of this success, allowing employees to return to work to perform other tasks until they are able to return to full duty.

Timely completion of employee evaluations continued to increase reaching 90%. Other key indicators remain steady with average sick leave hours up slightly from Fiscal Year 2007 but less than the 5 year average of 73 hours.

Training

In preparation for the Fiscal Year 2009 budget cycle additional training was offered in December 2007 to managers, supervisors and other staff. The training focused on analyzing data, identifying trends, revising targets and setting goals. It also gave managers and supervisors the opportunity to take a fresh look at their objectives and measures and make sure that they reflect ongoing operations.

Comparative Indicators

A comparison of the City's performance relative to other communities is another means for evaluating the effectiveness of programs. Similar to prior years, a comparative indicators report is currently being prepared and will include measures to evaluate work efforts citywide.

ATTACHMENT(S): 1. Fiscal Year 2008 Performance Highlights
2. Fiscal Year 2008 Performance Objectives Not Met

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SUBMITTED BY: Jim Armstrong, City Administrator

APPROVED BY: City Administrator's Office

Attachment 1: Fiscal Year 2008 Performance Highlights

1.) FINANCIAL MANAGEMENT		
Department	Program	Highlight
Airport	Facilities Planning and Development	Change orders for capital improvement projects at the Airport were limited to an average of 6% of the total value of awarded construction contracts.
Public Works	Engineering Services	The percent of Change Order cost to the value of construction projects was 6%.

2.) NEW REVENUE		
Department	Program	Highlight
Finance	Licenses and Permits	318 unlicensed businesses were located through research with the Franchise Tax Board and State Board of Equalization, generating an additional \$9,112 in revenue.
Parks and Recreation	Administration	Received \$424,585 in cash and non-cash donations and grants from public and private resources.
Police	Community Services Division	PAL received \$42,500 in funds to support various afterschool programs and camps.
Police	Traffic Program	\$129,851 was received from the National Highway Traffic Safety Agency for DUI checkpoints and saturation points.

3.) EMPLOYEE SAFETY		
Department	Program	Highlight
Finance	Risk Management	Occupational injuries citywide declined by 11% over the previous year with more staff making safety a top priority.
Finance	Workers Compensation	The use of modified duty placements increased with a 98% participation rate and reduced Temporary Total Disability (TTD) payments by \$545,403.
Fire	Administration	21,905 hours of training were provided to reduce injuries and improve performance.
Waterfront	Harbor Patrol	For the second year in a row there were no work hours lost due to employee injury.

4.) TRACKING NEEDS IDENTIFIED/SYSTEMS DEVELOPED		
Department	Program	Highlight
Public Works	Streets Capital Program	Prepared an annual Road Maintenance Action Plan (MAP) to identify priorities for street maintenance.
Public Works	Wastewater Collection	31 miles of pipeline were inspected using Closed Circuit Television. The data gathered is used to rate pipe conditions.

5.) COST REDUCTION		
Department	Program	Highlight
Administrative Services	City Clerk	Administered the 2007 General Municipal Election for \$280,000. The original Santa Barbara County estimate to conduct the election was \$550,000 – \$650,000
Public Works	Administration	Exceeded annual revenue target resulting in a surplus of \$225,000 for the General Fund.

Attachment 1: Fiscal Year 2008 Performance Highlights

6.) IMPROVED SERVICE TO PUBLIC		
Department	Program	Highlight
City Administration	City TV	Began translating Inside Santa Barbara into Spanish.
Community Development	Rental Housing Mediation Task Force	Completed 10 outreach and educational presentations to tenants, landlords, and community groups regarding rental housing rights and responsibilities.
Community Development	CDBG and Human Services	Continue to work with the County on the 10-year Plan to End Chronic Homelessness and participate in the Homeless Task Force.
Fire	Fire Prevention	Staff determined the cause of 89% of fires investigated.
Parks and Recreation	Community Services	Free services provided to the public for renters/homeowner's assistance, tax preparation, health screening, food distribution, and other social services increased by 10% from FY 07 to 39,788 contacts.
Parks and Recreation	Community Services	200 youths and adults have been mentored in the Job Apprentice program.
Police	Traffic	The number of DUI traffic collisions declined by 21% from the previous fiscal year.
Public Works	Land Development	Meet 100% of Land Development project review deadlines.
Public Works	Downtown Parking	Performed 100% of the regular cleaning of public restrooms.

7.) PREVENTATIVE MAINTENANCE		
Department	Program	Highlight
Fire	Wildland Fire Mitigation	Completed 14 miles of road clearance in the Wildland Fire Suppression Benefit District and 7 miles in the High Fire Hazard Area.
Parks and Recreations	Chase Palm Park	Skater's Point skateboard park was inspected daily.
Parks and Recreation	Forestry	Exceeded the 5-year pruning cycle of street trees, trimming 5,277 trees, and exceeded 6-year pruning cycle for park and facility trees by 30%, trimming 1,126 trees.
Public Works	Motor Pool	97% of preventative maintenance services of the City's motor pool were completed on schedule with manufacturer's recommendations, resulting in 97% - 99% in-service time for sedans, fire pumpers, police interceptors, trucks, and loaders.
Public Works	Building Maintenance	100% of mandatory maintenance work orders were completed by due date.
Public Works	Transportation and Drainage Systems Maintenance	City Staff repaired 124,658 square feet of streets and sidewalk.
Public Works	Wastewater Collection Program	240 private laterals were replaced as part of the Sewer Lateral Inspection Program.
Waterfront	Facilities Maintenance	Average in-service time for the Harbor Patrol Fleet was 82%.

Attachment 1: Fiscal Year 2008 Performance Highlights

8.) PROJECT MANAGEMENT		
Department	Program	Highlight
Community Development	Redevelopment Agency	Completed the Chapala Street Streetscape Improvement projects on time and within budget.
Parks and Recreation	Creeks Restoration and Water Quality	Completed a hydrologic model for providing steelhead fish passage in the Cal Trans channel.
Public Works	Engineering Services	19 projects were completed for a value of \$58.5M.
Public Works	Waste Water Collection	206 miles of waste water collection pipes were cleaned.

9.) ACCURACY		
Department	Program	Highlight
Finance	Payroll	The biweekly employee payroll was processed accurately and timely 99.94% of the time.
Finance	Meter Reading	A 99.99 % accuracy rate for meter readings was achieved.
Public Works	Communication Systems	Maintained the Combined Communications Center (911) at 100% operational readiness.
Waterfront	Parking Services	Waterfront parking kiosks maintained a cash drawer accuracy rate of 99.9%.

10.) TIMELINESS OF SERVICE		
Department	Program	Highlight
Administrative Services	Information Systems	Maintained 100% uptime for the City's Financial Management System.
Airport	Security	Responded to 100% of reports of an unauthorized person in the Security Identification Display Area within 5 minutes.
City Administration	City TV	Maintained a 99.98% Channel 18 broadcast system uptime.
Community Development	CDBG – Housing Rehabilitation Loan Program	Construction of single-family rehabilitations was completed within an average of 46 weeks.
Community Development	Development and Environmental Review	Achieved 100% on-time completion of major milestones for environmental and project review of City projects.
Community Development	Design Review and Historic Preservation	Presented 81% of all design review applications to decision makers within 30 days of acceptance.

Attachment 1: Fiscal Year 2008 Performance Highlights

10.) TIMELINESS OF SERVICE		
Department	Program	Highlight
Community Development	Records, Archives, and Clerical Services	100% of all building and planning file document demands were delivered within one hour of receipt.
Community Development	Records, Archives and Clerical Services	100% of all commercial plan view requests were available within 72 hours of receipt.
Community Development	Building Inspection and Code Enforcement	100% of all building inspections were completed on the day scheduled.
Finance	Purchasing	Informal and formal requisitions to purchase orders were processed within 2.42 and 33 days, respectively.
Finance	Accounting Services	100% of monthly bank statements were reconciled within 45 days.
Finance	Environmental Services	100% of hazardous material spills were responded to within one hour of call, cleaned and properly disposed.
Fire	Operations	The average fire emergency response time of three minutes 25 seconds was achieved.
Fire	Operations Aircraft Rescue And Firefighting	Responded to 100% of emergencies on the aircraft operation area within 3 minutes.
Parks and Recreation	Creeks Restoration and Water Quality	99% of enforcement calls were responded to within three working days.
Parks and Recreation	Facilities and Registration Services	97% of facility rental applications were processed while the customer was present.
Police	Combined Communications Center	9-1-1 calls for service were answered by dispatchers within an average of 3.25 seconds.
Police	Crime Analysis	96% of requests for crime data/statistics were provided within two working days.
Police	Animal Control	100% of animal control cases (3,623) were responded to within 24 hours.
Public Works	Transportation and Drainage Systems Maintenance	95% of graffiti on public property was removed within 3 working days notice for a total of 123,241 square feet of removal.
Public Works	Custodial	100% of scheduled contracted services for windows, floors and awnings for City buildings were completed.
Waterfront	Harbor Patrol	Staff responded to 96% of in-harbor emergencies within five minutes.
Waterfront	Marina Management	Processed 96.5% of visitor slips within 30 minutes of vessel arrival.

Attachment 1: Fiscal Year 2008 Performance Highlights

11.) EXCELLENCE IN PUBLIC OUTREACH AND MARKETING		
Department	Program	Highlight
Airport	Administration	The flysba.com website, public workshops and presentations were used to keep stakeholders, the public and the City of Goleta informed about progress of the Airline Terminal Improvement Project.
Airport	Marketing and Communications	Highlighted Airport efforts to “green” the new Airline Terminal Projects.
City Administrator’s Office	Administration	Maintained frequent communication with the community leaders via the City Administrator’s Report and annual State of the City Report.
City Administrator’s Office	City Television	Staff maintained a 99.5% up-time for the Channel 18 broadcast system.
Community Development	CDBG/Rental Housing Mediation Task Force	Completed 10 outreach and educational presentations to tenants, landlords and community groups on rental housing rights and responsibilities.
Community Development	Long Range Planning and Special Studies	Plan Santa Barbara continued its public outreach efforts. One educational forum was held regarding Public Health and Round II Policy Option workshops were conducted with more planned for FY 09. The detailed website continues to be used, sending updates to users every time a new posting is made.
Community Development	Building Counter and Plan Review	An annual community meeting was held with the building, architecture and development community, to educate and receive feedback on the effectiveness of the Building and Safety Division, Planning Division, and various divisions from the Public Works Department.
Fire	Public Education	18,973 individuals were reached through public safety programs, with 56% of those individuals representing high-risk individuals, including senior citizens, youth and the Spanish-speaking community.
Parks and Recreation	Business Services	Increased recreation registration by 8% for FY 07 to 11,205.
Parks and Recreation	Creeks Restoration and Water Quality Improvement Program	Provided information at 11 community events regarding storm water impacts and clean water solutions.
Public Works	Water Supply Management	501 home water check-ups were conducted.
Waterfront	Administrative Support and Community Relations	Implemented a comprehensive public information and community relations program.

Attachment 1: Fiscal Year 2008 Performance Highlights

12.) INCREASED PARTICIPATION		
Department	Program	Highlight
Airport	Marketing and Communications	Captured 59% of the regional (tri-county) air service market share.
Community Development	Development and Environmental Review	Encouraged 82% of (53 applicants) to receive a Pre-Application Review Team (PRT) review in order to provide early advice on project proponents and minimize applications that cannot be supported. Up from 58% in FY 07.
Library	Public Service Program	622,503 visits to the Central and Eastside libraries, a 7% increase from FY 07.
Library	Small Branches and Goleta Library	Library contacts and participation by youth under 18 increased by 20% from FY 07 to 31,832.
Parks and Recreation	Youth Activities	Recreation Afterschool Program (RAP) registrations increased by 8.1% from FY 07 to 394 participants.
Parks and Recreation	Teen Programs	Teen program participation increased by 22% from 7,309 last year to 8,904 teens.
Parks and Recreation	Sports Program	Participation in youth sports programs increased by 96% from FY 07 to 1,318.
Parks and Recreation	Sports Program	Increased the number of participants in adult sports programs by 59% to 856 participants.
Parks and Recreation	Creeks Restoration and Water Quality Improvement Program	20 businesses were certified as Clean Water Businesses for a total of 50 businesses.
Police	Community Services	Over 1,400 youths participated in the Police Activities League and Campership Alliance.

13.) CUSTOMER SATISFACTION SURVEYS		
Department	Program	Highlight
Community Development	CDBG/Rental Housing Mediations Task Force	98% of respondents that received mediation services were satisfied with the customer service provided.
Fire	Public Education	100% of surveyed participants in the Community Emergency Response Team (CERT) Program reported improved disaster preparedness skills.
Parks and Recreation	Youth Activities	99% of survey respondents rated Recreation Afterschool Programs (RAP) as "good" to "excellent."
Parks and Recreation	Teen Programs	99.5% of survey respondents rated teen events and services "good" to "excellent."
Parks and Recreation	Facilities and Registration Services	97% of survey respondents rated facilities as "good" to "very good."

Attachment 1: Fiscal Year 2008 Performance Highlights

14.) TRAINING FOR EMPLOYEES TO IMPROVE PERFORMANCE		
Department	Program	Highlight
Administrative Services	Information Systems	100% of employees reported that training improved their ability to use desktop applications.
Community Development	Planning Division	Completed 330 hours of in-house staff training.
Community Development	Building Inspection and Code Enforcement	101 hours of Built Green training were completed by staff.
Fire	Aircraft Rescue and Firefighting (ARFF)	100% of ARFF personnel received mandated training in compliance with FAA standards.
Parks and Recreation	Park Operations	83% of parks operations staff have obtained Certified Green Gardner status and 72% of those staff have received Advanced Green Gardner certification.
Public Works	Engineering Services	93% of engineering staff attended career development training.
Waterfront	Harbor Patrol	Certified 8 Harbor Patrol Officers in Hull-cleaning Best Management Practices.

15.) ENVIRONMENTAL LEADERSHIP		
Department	Program	Highlight
Airport	Administration	A solar PV system will be installed on the rental car quick turn around facility.
Airport	Business and Property Management	Developed and implemented a tenant education program to promote the City's Sustainability Program.
City Administrators Office	City Administration	Eliminated one vehicle from the office fleet and reduced the number of miles driven.
Community Development	Administration	Eliminated one vehicle and worked with Public Works on pooling cars for both departments.
Community Development	Building Counter and Plan Review	Performed twelve expedited Green Building – Plan Check Reviews.
Parks and Recreation	Creeks Restoration and Water Quality	22 additional businesses were inspected and certified in the Clean Water Business program.
Parks and Recreation	Forestry	390 new trees were planted, exceeding the 2:1 ratio goal for replacing trees.
Public Works	Alternative Transportation	Implemented the Alternative Transportation Incentive Program to increase use of alternative transportation.
Public Works	Custodial	Green cleaning products used for general cleaning at three City buildings.
Public Works	Building Maintenance	Issued an RFP and selected a team for installing solar electric generation system at the Corporate Yard.
Waterfront	Facilities Design and Capital Programs	Installation of a solar thermal unit on Marina 1 East restroom was completed.

Attachment 1: Fiscal Year 2008 Performance Highlights

16.) ADHERENCE TO STATE/FEDERAL GUIDELINES		
Department	Program	Highlight
Airport	Air Operations Area Maintenance	100% compliance with Federal Aviation Regulations (FAR) Part 139 airfield maintenance requirements.
Airport	Security	Inspected 100% of the Airport perimeter as required by Transportation Security Administration regulations.
Community Development	CDBG and Human Services Administration	Developed and submitted Annual Consolidated Plan to Housing and Urban Development.
Finance	Risk Management	Achieved 100% compliance with State and Federal OSHA mandates.
Finance	Purchasing	Re-bid 94% of blanket purchase orders over \$50,000.
Finance	Environmental Services	100% of LUFT and SMU site reports were completed on schedule.
Fire	Operations	100% of Department personnel received required/mandated training.
Fire	Fire Prevention Program	Revised occupancy inspection program to reflect current state laws and regulations.
Parks and Recreation	Golf Course	100% of the pesticide usage reports were completed on-time.
Police Department	Records	Administered 150 hours of CLETS training to Records Bureau Team members.
Public Works	Motor Pool	Completed 100% of mandated inspections and certifications for aerial equipment, youth buses, and commercial vehicles.
Public Works	Wastewater Treatment	Maintained 100% compliance with California Department of Public Health Primary Water Quality Regulations.
Public Works	Waste Water Treatment	Achieved 100% compliance with waste water discharge limits as listed in the NPDES permit.

17.) USE OF TECHNOLOGY		
Department	Program	Highlight
City Administrator's Office	City TV	Wired the Faulkner Gallery for video, audio and communications to televise events and meetings.
Administrative Services	Information Systems	Completed the implementation of streaming video for Boards and Commissions that have filmed meetings.
Administrative Services	Information Systems	Upgraded the centralized backup service with an additional tape subsystem.
Finance	Payroll	Increased participation of employees opting out of receiving printed pay advices every payroll to 427 employees.

Attachment 1: Fiscal Year 2008 Performance Highlights

17.) USE OF TECHNOLOGY		
Department	Program	Highlight
Fire	Operations, Aircraft Rescue and Firefighting	Reduced trips to Station 1 for training by using remote video equipment.
Library	Public Services	Library website resources were expanded to include local book discussion groups.
Police	Crime Lab	Staff has submitted 99% of latent fingerprints to the Department of Justice within 1 working day, resulting in an average of 19% of the searches yielding positive identifications.

18.) SPECIAL PROJECTS COMPLETED		
Department	Program	Highlight
City Administrator's Office	Employee Relations	Established a 9/80 work schedule.
Airport	Business and Property Management	Completed Consolidated Rental Car Maintenance Facility agreement with rental car companies.
Airport	Certification and Operations Program	Conducted a full scale emergency exercise in October 2007 as part of the Airport's Emergency Plan.
Airport	Facilities Planning and Development	Completes construction of Runway 7/25 relocation, runway safety areas and Taxiway B realignment.
Airport	Facilities Planning and Development	Completed design for the Airline Terminal Project, construction will begin in FY 09.
Community Development	Zoning and Enforcement	Completed recommendations made by the Ordinance Committee on a package of various Zoning Ordinance amendments that will clarify an assortment of existing regulations.
Community Development	Administration	In conjunction with the Public Works Department and other City offices, completed the floor repair project at 630 Garden Street. This included new office cubicles and use of Green materials for carpeting, paint, and cubicles.
Fire	Administration	Relocated 40 staff and began Station 1 Seismic Remodel project.
Fire	Operations	Installed Mobile Data Computers in all front line fire apparatus.
Fire	Fire Prevention	Significant road vegetation clearance was accomplished this year (23 miles) as a result of the Wildland Fire Benefit Assessment.
Parks and Recreation	Creeks Restoration and Water Quality	Completed construction of the Arroyo Burro Estuary and Mesa Creek Restoration Projects.
Police	Information Technology	Completed implementation of the Versaterm CAD/MDC and RMS/MRE systems in Fire vehicles and black and white units.
Public Works	Street Sweeping	Regular street sweeping was expanded into the Bel Air and Upper Mesa neighborhoods adding an additional 43 curb miles to the program. The total debris removed from all areas swept for FY 08 was 1,673 tons.
Public Works	Water Treatment Program	Completed an energy audit with SCE to have system pumps evaluated for efficiency.
Waterfront	Facilities Design and Capital Programs	Completed construction of Marin 4B Reconfiguration Project.
Waterfront	Facilities Design and Capital Program	Installed a solar thermal unit on Marina 1 East Restrooms resulting in reduced electricity usage.

Attachment 2: Examples of Performance Objectives Not Met

DEPARTMENT	OBJECTIVE	COMMENTS
Administrative Services	<i>Offer at least 3 training sessions, through LEAP, on completing effective performance evaluations</i>	This project was moved to coincide with the rollout of the new evaluation template in FY 09.
Airport	<i>Complete lease negotiations with Sares-Regis Group for industrial/commercial development on Parcel 22, 6100 Hollister Avenue.</i>	The City's team and Sares-Regis Group reached an impasse due to the lease term.
City Administrator's Office	<i>Comprehensive redraft of Title 3 of the Santa Barbara Municipal Code, submit sections to the City Attorney for review and approval, seek input from labor organizations as necessary, and present recommendations to the Ordinance Committee and/or City council on changes to Chapter 3.</i>	Changes were completed and reviewed by the City Attorney item will carry over to FY 09 completion of review and presentation to Council.
Community Development	<i>Complete Phase II (Mission area) and Phase III (SB County Bowl area) of the Lower Riviera Survey by December 30, 2007.</i>	Work has been conducted and consultants have met with the HLC Designations Subcommittee. Project slowed due to the discovery of several potential historic districts identified in survey areas.
Finance	<i>Implement new Utility Billing computer software system by March 31, 2008</i>	Project has been delayed due to data conversion issues and system configuration complexities.
Fire	<i>Contain 90% of all structure fires to the area or room of origin.</i>	Five fires had spread from the room of origin prior to the arrival of firefighters.
Library	<i>Maintain a circulation total of at least 584,000 items checked out from the Goleta branch.</i>	Circulation declined due to significant reduction in the book budget.
Parks and Recreation	<i>Complete 2nd phase of community education and visioning for the development of Watershed Action Plans by spring 2008.</i>	Creeks Division staff and the Creeks Advisory Committee has been assisting with the "Plan Santa Barbara" General Plan update process.
Police	<i>Increase the number of hours volunteered by the Reserve Corps, Volunteer Corps and Chaplains by 10%, as compared to the previous year.</i>	Resignations of a Reserve Corp member and a Chaplain, as well as the lack of students doing internships, has impacted this program.
Public Works	<i>Implement provisions of the MOU with Union Pacific Railroad for maintenance of the 6 mile railroad corridor, and in cooperation with UP, manage 23 clean-ups along the railroad corridor.</i>	11 cleanups were conducted. The California Conservation Crew was not available in July 2007 because their services were needed during the Zaca Fire.
Waterfront	<i>Design and construct Phase I of Marina One Replacement Project which includes main walkway, gangway and landside utilities.</i>	99% of the plans and specifications were completed and final plans due in July. Construction was delayed one year due to lack of funding and longer than expected lead time to fabricate docks.

